

IT Strategic Plan FY07-08

Goal 1 = Security. *Ensure state Information Technology resources are protected from threats & vulnerabilities – internal & external.* Lead [Jason Gunnoe](#)

Strategies:

1. Tennessee Enterprise Security Architecture (ESA). [FY06 Q4](#)
Plan, integrate and implement security tools, technologies and methodologies within the State's environment.
 - a. Develop the Tennessee Enterprise Security Architecture Framework. [Complete](#)
 - b. Establish and recommend reduced-risk pathways for proposed enterprise technology architecture. [Ongoing](#)
 - c. Develop internal IT Control framework. [Complete](#)
2. Establish a single reference point for security policy for the State of Tennessee by development of the enterprise security policy document and supporting requirements. [Complete](#)
3. Develop education and awareness programs for end users. [FY07 Q4](#)
4. Establish agency security communication groups. [Complete](#)
5. Enhance the security training program via a partnership with SANS Institute to deliver training to employees at the State, local government and higher education levels, and deliver the first round of training. [FY08 Q1](#)
6. Provide the ability to conduct periodic security reviews of the State's security program. [FY08 Q1](#)
7. Appoint a Chief Information Security Officer (CISO). [Complete](#)

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Goal 2 = *Expand OIR provided Disaster Recovery (DR) capabilities.*

Lead Tom Hickerson

Strategies:

1. Create formal DR project proposal and cost benefit analysis to include assumptions, concept definition and implementation schedule. Complete
2. Create a failover and data storage effort, and local test facility. FY08 Q2
 - a. Project definition, proposal and CBA. Complete
 - b. Implement proof of concept facility. FY07 Q3
 - c. Assume TennCare DR backup responsibilities. FY07 Q4
 - d. Expand backup to highest priority distributed systems. FY08 Q2
3. Complete Business Impact Assessment (BIA) and system prioritization with Agencies. Complete
4. Provide the State with two data centers enabling redundant processing capabilities for selected mission critical applications. FY11 Q2
5. Document an overall DR Strategy and estimated budget. FY07 Q4
6. Identify the gaps in current DR capabilities. Prepare a Gap Analysis Report. Complete
7. Formulate plans to address the gaps. Complete

Goal 3 = *Provide a flexible cost effective state network supporting next generation convergent technologies.*

Lead Tom Hickerson

Strategies:

1. Continue wide area network enhancement and support to meet the requirements of all branches of state government, education (K-12), higher education, local government, and encourage community development.
 - a. Document the Basic Network Concept. Complete

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- b. Procure the Next Generation of TNII. Lead [Vickie Stanfill](#)
- i. Write the Next Generation TNII RFP. [FY07 Q4](#)
 - ii. Release Next Generation TNII RFP. [FY07 Q4](#)
 - iii. Award Next Generation TNII Contract. [FY08 Q1](#)
- c. Define governance, roles, participation, and responsibilities of OIR, University of Tennessee (UT), Tennessee Board of Regents (TBR), and education (K-12). [Complete](#)
- d. Define applications, opportunities, and requirements for OIR, UT, TBR and K-12. [Complete](#)
- e. Develop a plan for convergence of voice, data, and teleconferencing. [FY08 Q2](#)

Goal 4 = *Improve the usability of the OIR billing system.*

Lead [Joe Werner](#)

Strategies:

- 1. Develop report(s) that will allow agencies to reconcile the resource bill (mainframe CPU, print and manpower) to the actual services provided. [Complete](#)
- 2. Investigate and acquire software that will provide a repository for billing data for planning, budgeting and auditing IT billings. [FY07 Q4](#)
- 3. Develop report(s) that will allow agencies to reconcile the total billings for all OIR services to the actual services and quantities provided. [FY08 Q1](#)
- 4. Design additional billing reports to meet agencies' needs. [FY08 Q3](#)
- 5. Make billing changes needed to interface with Edison. [FY07 Q4](#)

Goal 5 = *Enhance Central Enterprise Services.*

Lead [Mark Bengel](#)

Strategies:

- 1. Evaluate the benefits and economic feasibility of a Master Person Index (MPI).
 - a. Develop project proposal and CBA to implement the MPI. [Complete](#)

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- b. Pilot an MPI. FY08 Q2
 - i. Determine alternative approaches for limited MPI implementation (Criminal Justice Pilot). FY07 Q2
 - ii. Prepare project proposal and cost benefit analysis for presentation to prospective business sponsor. FY07 Q3
 - iii. Implement pilot MPI using Criminal Justice Portal. FY08 Q3
- 2. Implement Enterprise Content Management (ECM).
 - a. Implement core modules of ECM. Complete
 - b. Implement Records Management module. FY08 Q1
 - c. Implement Email Manager Module. FY08 Q1
- 3. Determine State direction for enterprise Business Intelligence environment. Complete
- 4. Research possible improvements in the manageability, availability, and reduction of costs in the Oracle environment through server consolidation and implementation of Oracle RAC, GRID, and Lintel solutions. Implement solutions as appropriate to findings. Complete
- 5. Establish the Virtual Server environment. Complete
- 6. Implement secure File Transfer Protocol (FTP) Services. Complete
- 7. Enhance Enterprise Architecture. Lead Jamie Etheridge
 - a. Evaluate Identity Management options. FY08 Q1
 - b. Coordinate Enterprise Architecture with existing Enterprise Security Architecture. FY08 Q4

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Goal 6 = Improve Operational Efficiencies.

Lead [Mark Bengel](#)

Strategies:

1. Cost control. Lead [Mark Bengel](#)
 - a. Complete Directory Services Architecture Plan. [FY08 Q2](#)
 - b. Complete non-critical print out-sourcing Feasibility Study. [FY08 Q4](#)
 - c. Complete “right sizing” plan for Z990 (Mainframe). [FY07 Q4](#)
2. Enhance Information Technology Planning.
 - a. Create Tennessee Technology Roadmap planning process and tool. [FY07 Q3](#)
Lead [Mark Bengel](#)
 - b. Begin phased implementation of Process Driven Service Delivery (PDSD). [FY07 Q3](#)
Lead [Mark Bengel](#)
 - c. Develop new planning tools to better serve the creation and review of agency Information Systems Plans. [FY08 Q2](#)
Lead [L. Haynes](#)
3. Server Consolidation. Lead [Mark Bengel](#)
 - a. Consolidate Enterprise Services Servers (GroupWise, File Servers) at State Data Center. [FY07 Q3](#)
 - b. Begin phased consolidation of agency servers at State Data Center (new systems, servers as they reach end of life). [Complete](#)
 - c. Define standard Systems Development Life Cycles (SDLC) for both small & large systems – Initial draft completed.
 - i. Recruit staff to develop and implement training plan for the SDLCs. [FY08 Q1](#)
 - ii. Implement effective SDLC practices for application environments, including code promotion from development to test/staging to production environments. [FY08 Q3](#)

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4. Improve procurement process to better align purchased IT solutions with State Standards through the development and use of standardized RFP language describing State IT environment and templates to be used in vendor proposals, which will clarify proposed technical solutions. Pilot underway.

FY07 Q4

Lead Jane Chittenden

5. Create an Operations Center to provide 24 hour per day direction and control of all operations within OIR.

FY08 Q2

Lead Tom Hickerson

Goal 7 = *Develop and maintain the appropriate Enterprise GIS infrastructure to support access to Tennessee Base Map data products and other State agency GIS data holdings.*

Lead Dennis Pedersen

Strategies:

1. Develop an implementation plan for GIS hardware/software procurement, testing, data loading, and software development.

FY08 Q1

 - a. Procure required hardware and software components.
 - b. Load base map data into enterprise GIS environment.
 - c. Develop ArcIMS metadata explorer utility.
 - d. Develop ASP.NET map viewer utility.
 - e. Develop TNET (Tennessee Geography Network) portal page to access GIS related services.
 - f. Test software components.
 - g. Roll out enterprise GIS service to user community.
2. Develop a comprehensive GIS data inventory that represents all GIS data managed and maintained within State agencies.

FY08 Q1

 - a. Meet with agency POC's to identify various GIS data sets that they are willing to share.
 - b. Solicit input through the three year information systems planning process.
 - c. Distribute and publish GIS data inventory to State GIS Users group for feedback.

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- d. Identify GIS data sets that are replicated/duplicated across existing State agencies that will help prioritize enterprise data loading.
3. Develop appropriate FGDC/ISO metadata for each GIS data set loaded into the enterprise GIS environment. [FY08 Q2](#)
4. Evaluate the use of VMWare 3.0 with ArcIMS software as a potential cost saving opportunity. [FY07 Q3](#)

Goal 8 = *Facilitate changes in hiring practices to provide a more effective IT workforce.*

Strategies:

1. Review & rewrite job specs.
Combine the Distributed Programmer Analyst and Programmer Analyst series and rewrite job specs for the new series. [Complete](#)
2. Determine job classifications requiring a background check and implement those procedures as a prerequisite to hiring. [FY07 Q3](#)
Lead [Jason Gunnoe](#)
3. Review hiring processes and recommend modifications (will include policy & possible Legislation). [TBD](#)
Lead [Jamie Etheridge](#)

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ARCHIVE OF COMPLETED GOALS

Provide reliable distributed systems environment/capability for the state.

Lead Mark Bengel

Strategies:

1. Define Standard Architectural Frameworks
 - a. Confirm current State IT Architectural Standards with version number as appropriate – Complete
 - b. Develop database application as repository of record – Complete
 - c. Populate DB and create web reports to be published via Intranet Complete
2. Improve the manageability, availability, and reduce costs of the Microsoft distributed systems environment through virtualization & server consolidation. Complete – Production environment operational
3. Define new OIR Data Center service models that better meets customer needs while aligning with strategies 2 and 3 (reduce costs/improve environment). Complete
4. Provide a significant OIR .NET small application development capability for both Agency and OIR use. Complete